

Examiner Application

integrity



excellence



Baldrige National Quality Program

Department of Commerce • Technology Administration • National Institute of Standards and Technology

November 1999

The Baldrige National Quality Program manages the Malcolm Baldrige National Quality Award that recognizes U.S. organizations for performance excellence. The high standards met by Award recipients allow them to serve as role models for the nation.

In support of the national program, experts from around the United States give their time generously and enthusiastically as members of the Board of Examiners. Board members make major contributions, both to the national effort to recognize and promote performance excellence, and to the organizations that support their participation.

The Baldrige National Quality Program seeks to create a board of experts capable of evaluating organizations that compete for the Award. In late 1998, Congress approved the expansion of the Award categories from manufacturing, service, and small business organizations to include health care and education categories. Category coverage and balance are important factors in selecting Board members. Accordingly, we seek to ensure broad representation from many industries, companies, and organizations including for-profit, not-for-profit, and public sectors. We are particularly interested in attracting applicants with small business, education, health care, or senior management experience.

Prospective Board members (including those who have previously served on the Board) must apply each year. Approximately one-third of the Board is replaced each year to expand the U.S. base of knowledgeable, trained Examiners. This policy is necessary to fulfill the basic aims of the Baldrige National Quality Program, which are to allow participation by as many experts as possible and to provide needed sector balance. In 1999, there were approximately four applications for each available position on the Board.

If you believe you are qualified, are willing to make a significant commitment of time and energy, and want to benefit from the networking and educational experience of being an Examiner, we invite you to apply to serve on the 2000 Board of Examiners.

Sincerely,

A handwritten signature in black ink, appearing to read "Harry S. Hertz".

Harry S. Hertz

Director, Baldrige National Quality Program

Baldrige National Quality Program - General Information	1
Board of Examiners - General Information	2
Board of Examiners - Selection	3
Board of Examiners - Conditions of Involvement	4
Board of Examiners - Code of Ethical Standards	6
Application Forms	following Code of Ethical Standards
North American Industrial Classification System (NAICS) Codes	inside back cover

Baldrige National Quality Program Criteria for Performance Excellence

Criteria for Performance Excellence

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Information and Analysis
5. Human Resource Focus
6. Process Management
7. Business Results

Education Criteria for Performance Excellence

1. Leadership
2. Strategic Planning
3. Student and Stakeholder Focus
4. Information and Analysis
5. Faculty and Staff Focus
6. Educational and Support Process Management
7. School Performance Results

Health Care Criteria for Performance Excellence

1. Leadership
2. Strategic Planning
3. Focus on Patients, Other Customers, and Markets
4. Information and Analysis
5. Staff Focus
6. Process Management
7. Organizational Performance Results

(It is recommended that you read the entire package before completing the application.)

Malcolm Baldrige National Quality Award (MBNQA)

On August 20, 1987, President Reagan signed Public Law 100-107, the Malcolm Baldrige National Quality Improvement Act of 1987, establishing an annual U.S. National Quality Award. The purposes of the Award are to promote quality awareness, to understand performance excellence, and to publicize successful quality strategies. The Secretary of Commerce and the National Institute of Standards and Technology (NIST) were given responsibilities to develop and administer the Awards with cooperation and financial support from the private sector.

Award Eligibility

For-profit organizations in the United States and its territories may apply for the Award in the following categories:

- (1) manufacturing company or subunit
- (2) service organization
- (3) small business

For-profit and not-for-profit organizations in the United States and its territories may apply for the Award in the following categories:

- (4) education (elementary and secondary schools and school districts; colleges, university systems, schools or colleges within universities; professional schools; and technical schools)
- (5) health care (hospitals, health maintenance organizations, long-term care facilities, health care practitioner offices, home health agencies, and dialysis and ambulatory surgery centers)

Criteria for Performance Excellence

The Criteria for Performance Excellence fall into seven Categories. The terms used to describe these Categories differ slightly among the three Criteria to better reflect the business, education, and health care environments, respectively. Award applicants must address a set of examination Items within each of these Categories. Heavy emphasis is placed on organizational performance and improvement demonstrated through quantitative data furnished by applicants. For simplicity's sake, the seven Categories given below are taken directly from the Business Criteria. This set of Categories is used throughout this document. To identify the specific set of Categories for all three Criteria, please refer to the chart following the Table of Contents.

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Information and Analysis
5. Human Resource Focus
6. Process Management
7. Business Results

Award Examination Process

Each written Award application is evaluated by members of the Board of Examiners. High-scoring applicants are selected for site visits. A Panel of Judges recommends Award recipients to the Secretary of Commerce from among the site-visited applicants. All Award applicants receive a written feedback summary of strengths and opportunities for improvement.

Confidentiality

All Award and Examiner applications are confidential. Information on the successful strategies of Award recipients is released only after approval is received from the recipients.

Address and Information Requests

Send your completed application and sealed references to:

National Institute of Standards and Technology
Baldrige National Quality Program
Administration Building, Room A635
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020

Telephone: (301) 975-2036; Fax: (301) 948-3716
E-mail: nqp@nist.gov
Web Address: <http://www.quality.nist.gov>

Background

The Board of Examiners is comprised of leading U.S. business, health care, and education experts selected from industry, professional, and trade organizations; government agencies; other not-for-profit groups; and the ranks of the retired. Examiners must take part in a comprehensive preparation course covering the Criteria for Performance Excellence, the scoring system, and the evaluation process. Those selected to be Examiners must have time available during the period of May to December 2000 to attend the preparation course in Gaithersburg, Maryland, and to conduct reviews.

The schedule for the Examiner application process is:

Examiner applications postmarked on or before	January 7, 2000
Notification letter sent by	March 31, 2000

Examiner Application Process

Each fall, applications are solicited from individuals to serve as Examiners for the following year. Examiners who served on the Board in previous years are required to reapply if they wish to serve again in 2000. Each year, approximately one-third of the Examiners are replaced to provide opportunities for participation by others. Due to the large number of applications, highly qualified applicants may not be selected in a given year in order to balance the Board with Examiners from different sectors and different work experiences. Thus, past applicants who have not been selected are encouraged to apply again.

Appointments

Examiners are appointed by the Director of the National Institute of Standards and Technology (NIST) to serve for one Award cycle. Appointments are subject to the Conditions of Involvement described on pages 4 and 5 and the Code of Ethical Standards described on page 6.

Notification Process

Notification letters will be mailed to all Examiner candidates by March 31, 2000, indicating their selection status. Examiner selectees must return the confirmation notice immediately upon receipt. Detailed instructions for the return process will be included.

Training

Training for those selected to be Examiners will be held at NIST in Gaithersburg, Maryland. The Examiner Preparation Course schedule is listed on Application Form-7. Applicants must indicate their preference from the weeks offered.

Selection Process

The Baldrige National Quality Program seeks to constitute a board of experts capable of evaluating organizations eligible for the Malcolm Baldrige National Quality Award and willing to serve as representatives of the Program. Sector coverage and balance are important selection considerations. Board members are selected on the basis of their personal qualifications and are not considered representatives of their employers or any other organization. Efforts are made to ensure broad representation and to minimize disproportionate involvement from one industry, sector, or single organization.

Selection Factors for the MBNQA Board of Examiners

Applications for the Board of Examiners are evaluated on the basis of:

- (1) **Criteria Category Expertise** – refers to having experience in the seven Criteria Categories. Current or previous positions may demonstrate expertise in several categories. For example, employment history may demonstrate supervision of a large enough number of people to understand Human Resource Focus (Category 5), significant production leadership experience that enables an understanding of Process Management (Category 6), or marketing expertise that facilitates an understanding of Customer and Market Focus (Category 3).
- (2) **Breadth and Depth of Experience** – refer to the extent an applicant has in-depth experience in several industrial or service sectors, or health care or educational settings. [See the North American Industrial Classification System (NAICS) Codes on the inside back cover.] Given the conflict of interest restrictions in assigning Examiners to evaluate applications, the Award Program must give preference to candidates with in-depth knowledge of more than one industry.
- (3) **Specialized Expertise** – refers to knowledge or skill in an area of high need for the Program such as experience in small business operations, senior management, statistical methods, health care, education, and financial results. Your expertise may be demonstrated through formal studies and/or accomplishments, which may include relevant job experience, papers or articles written, research conducted, and degrees or certificates earned.
- (4) **Examiner Skills** – refer to the skills that have been proven to be useful to an Examiner. These skills include leadership ability, analytical ability (particularly as it applies to evaluating an organization), ability to communicate both orally and in writing, and the possession of interpersonal skills to serve as an effective team member.

Duties of Examiners

Examiners review, write an analysis of, and score written applications and prepare final scorebooks that are the basis for written feedback reports to applicants. They may also participate in a consensus review process and a site visit. In addition to their application review responsibilities, Board members contribute significantly to the Baldrige National Quality Program through outreach and educational activities by serving as representatives for the Program.

Number to be Selected

Approximately 400 Examiners will be selected to serve for the 2000 Award cycle.

Examiner Eligibility

Examiners must be citizens or permanent residents of the United States and be located in the United States or its territories. No applicant shall be denied consideration or appointment as an Examiner on the grounds of race, creed, color, national origin, age, sex, or disability.

Terms and Conditions of Appointment

(1) Completion of Application

Prospective Board members must submit two references along with the 2000 Examiner Application postmarked no later than January 7, 2000. Reference letters must accompany the Examiner Application. *However, members of the 1999 Board are not required to submit references and should only complete the sections requesting updated information.*

Applicants will be sent letters informing them of their status in the Program by March 31, 2000. If a candidate finds, after submitting an application, that he/she would be unable to accept an appointment if offered, he/she should immediately withdraw the application by notifying the Baldrige National Quality Program Office at 301-975-3771.

(2) Code of Ethical Standards

Board members are expected to carry out their duties and responsibilities in the Award Program in accordance with the Code of Ethical Standards. (See page 6.)

(3) Disclosure of Conflict of Interest

Those selected to serve on the Board must provide information regarding conflicts of interest. Disclosure includes, but is not limited to, employers, financial interests, and client relationships. Such information will be used only for purposes of Board assignments and otherwise will be kept confidential.

(4) Term of Appointment

The term of appointment to the Board is approximately one year. This period extends from the time of completion of the Examiner Preparation Course through the Award ceremony.

(5) Time Commitment

Applicants for the Board should give careful consideration to the time commitment required to meet the Award review schedule.

A minimum of ten days is required from May to December. The actual commitment will depend on the number of applications reviewed in June/July and whether the Examiner participates in the consensus review process in August/September and/or a site visit in October/November. Although the Program seeks to accommodate varying schedules, Board members must be able to accommodate the Program's critical training and review periods listed on the next page. All Examiners are expected to participate in Stage 1-Independent Review, which involves an average effort of 40 hours per application.

Examiner selectees should set aside time on their calendars for the key critical dates or time frames shown on the timeline below.

May 3-Day Examiner Preparation Courses
 June - August Stage 1–Independent Review
 August - September Stage 2–Consensus Review
 August 16, 23 Consensus Planning Calls
 September 6 - 12 Consensus Primary and Backup Calls
 October Stage 3–Site Visit Review
 October 15 - November 4 Site Visits

Review of written Award applications and consensus review may be conducted at the Examiner's work location or home. Business is conducted by overnight mail, telephone, and fax. Travel is necessary only for training and site visits.

(6) Preparation Courses

Participation by Board members in preparation courses is critical to the success of the Program because these courses include a detailed review of the Criteria for Performance Excellence, evaluation process, scoring system, consensus development, site visit requirements, and Code of Ethical Standards. All Board members must attend one of the three-day preparation classes and must complete a 20- to 40-hour case study evaluation prior to attending the class. Selectees who cannot attend one of the scheduled classes will not serve as Examiners.

(7) Adherence to Award Processes

Board members are expected to meet all requirements associated with a fair and competent evaluation. This includes using the Criteria for Performance Excellence and scoring system, adhering to the evaluation processes, meeting site visit requirements, and avoiding conflicts of interest. Thorough documentation and written communication are essential parts of the overall review process.

(8) Assignments of Board Members

The Program seeks to provide the fairest, most competent evaluation of each Award application. Accordingly, Board members are assigned to applications based on their knowledge and experience, consistent with the requirements to avoid conflicts of interest, to apportion the application load equitably, and to adhere to agreed-upon schedules. Overall participation of Board members varies, depending upon the results of the Stage 1 evaluations. All Board members participate in the Stage 1–Independent Review, a time commitment of 30–40 hours per application. Fifty to seventy percent of the Board members participate in the Stage 2–Consensus Review, a time commitment of 2–6 days. In the Site Visit Review stage, 35–55 percent of the Board members participate, with their duties requiring at least a 5–8 day time commitment. Some Examiners also prepare final scorebooks that are the basis for the applicant feedback reports after one of the process review stages.

(9) Compensation and Reimbursement

Since the Award application review receives no federal funding and application fees are kept to a minimum, the Program needs to operate with maximum voluntary support. In 2000, the Program will reimburse Examiners for travel and expenses (in accordance with federal travel regulations) associated with the Examiner Preparation Course and other Award-related expenses when requested and approved in advance. **Examiner applicants who are selected for the Board and require reimbursement to participate in the Program will be required to justify the need for reimbursement in advance. Request for reimbursement is not a factor in selection.**

Declaration of Principles

Members of the Malcolm Baldrige National Quality Award Board of Examiners pledge to uphold their professional principles in the fulfillment of their responsibilities as defined in the administration of Public Law 100-107, the Malcolm Baldrige National Quality Improvement Act of 1987, which establishes the Malcolm Baldrige National Quality Award.

In promoting high standards of public service and ethical conduct, Board members:

- Shall conduct themselves professionally, with truth, accuracy, fairness, and responsibility to the public;
- Shall not represent conflicting or competing interests, nor place themselves in such a position where the Board member's interest may be in conflict, or appear to be in conflict, with the purposes and administration of the Award;
- Shall safeguard the confidences of all parties involved in the judging or examination of present or former applicants;
- Shall not offer confidential information or disclosures which may in any way influence the Award integrity or process, currently or in the future;
- Shall not serve any private or special interest in fulfillment of the duties of a Judge or Examiner, therefore excluding, by definition, the examination of any organization or subunit of an organization by which he/she is employed or from which a consulting arrangement is in effect or anticipated;
- Shall not serve as an Examiner of a primary competitor, customer, or supplier of any organization or subunit of an organization of which he/she is an employee, has a financial interest or is involved in, or anticipates a consulting arrangement;
- Shall not intentionally communicate false or misleading information which may compromise the integrity of the Award process or decisions therein;
- Shall never approach an organization they have evaluated for their personal gain, including the establishment of an employment or consulting relationship; and
- If approached by an organization they have evaluated, shall not accept employment from that organization for a period of five years after the evaluation.

Furthermore, it is pledged that as a member in good standing of the Malcolm Baldrige National Quality Award Board of Examiners, each Board member shall strive to enhance and advance the Malcolm Baldrige National Quality Award as it serves to stimulate American companies and organizations to improve quality, productivity, and overall performance.

Application for the Malcolm Baldrige National Quality Award (MBNQA) Board of Examiners

Please complete all sections of the application.

If additional space is needed to provide the requested information, one supplemental page (one side only) may be submitted. Any other additional pages will be discarded.

Members of the 1999 Board of Examiners should complete Forms 1, 6, and 7, and provide updated information on all other forms.

Use a proportional spacing font of point size 10 or larger, or a fixed pitch font of 12 or fewer characters per inch.

Any type style may be used. Applicants may submit an application produced with a word processor if: 1) the application pages contain the identical information requested on this form; 2) the information is presented in the same order; and 3) the layout and space allocation is similar to this form. Applications produced with a word processor must meet these requirements. Applicants may also download an electronic version of this application from our web site: <http://www.quality.nist.gov>.

Applicants who were not members of the 1999 Board of Examiners must submit the two required reference forms as part of their completed application package. The completed reference forms and three copies should be returned to the applicant in a sealed envelope (with the signature of the reference across the seal) for inclusion in the application package. **The completed reference forms must be included with the application package that is mailed to the Baldrige National Quality Program Office. (See address on page 1.)**

Your complete application package must be postmarked no later than January 7, 2000. The application package must include one original typed application, three copies of the application form, and the two envelopes containing the completed reference forms with copies. Two-sided copies are preferred. Fax copies are not acceptable. Examiner applicant status letters will be mailed by March 31, 2000.

PLEASE TYPE THE APPLICATION

_____		_____	Title: Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Mrs. <input type="checkbox"/> Dr. <input type="checkbox"/>
Last Name	First Name	M.I.	
Employer: _____			
Work Address: _____		Date of Birth: (Optional) _____	
Street _____		Place of Birth: _____	
City, State, Zip _____		Citizenship: _____	
Home Address: _____		Permanent Resident Visa: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Street _____			
City, State, Zip _____		Preferred Mailing Address: <input type="checkbox"/> Work <input type="checkbox"/> Home	
Overnight Mailing Address: _____			
(Do not indicate a post office box) _____			

Please indicate your preferred phone and fax numbers by placing an "x" in the boxes provided.

Work Phone: _____	Home Phone: _____	Preferred Phone: <input type="checkbox"/> Work <input type="checkbox"/> Home
Work Fax: _____	Home Fax: _____	Preferred Fax: <input type="checkbox"/> Work <input type="checkbox"/> Home
E-mail Address: _____		

List up to 5 NAICS Codes most relevant to your expertise: _____ (see inside back cover)

If you have been an MBNQA Examiner previously, list the year(s) which you served: 19 _____, _____, _____, _____

May we send your name to the state award programs as a potential examiner? ☐ Yes ☐ No ☐ Already involved

Preferred Name for Name Tag:
(no titles or credentials, please)

Preferred Name for Certificate:
(one degree or credential, please)

CRITERIA CATEGORY EXPERTISE

Describe the work experience you have had that would qualify you, from the perspective of an Award applicant, to evaluate an organization in each of the Criteria Categories. Please refer to actual on-the-job experience only. Please do not use experience evaluating other organizations within a state or internal quality award program. Please also include specific anecdotal evidence to indicate your knowledge of how an organization would apply the Criteria from that Category to the relevant key processes. (You are not expected to possess, nor is it a requirement that you possess, substantial expertise in all of the Criteria Categories.) **1999 Examiners should provide updated information to cover the past 12 months.**

LEADERSHIP

STRATEGIC PLANNING

CUSTOMER AND MARKET FOCUS

INFORMATION AND ANALYSIS

HUMAN RESOURCE FOCUS

PROCESS MANAGEMENT

BUSINESS RESULTS

EXAMINER SKILLS

It is beneficial for Examiners to possess some or all of the following skills. Please indicate to what extent (breadth and depth as defined on page 3) you possess the skills listed and provide specific examples of how you have used them in your work experience. **1999 Examiners should provide updated information to cover the past 12 months.**

ANALYTICAL SKILLS

The ability to "analytically" evaluate an Award applicant is an important skill. Please describe the experience you have with the analysis of information and/or data. Additionally, please mention any knowledge associated with the Business Results Category of the Criteria, if different from that mentioned in previous responses.

COMMUNICATION SKILLS

The ability to convey your thoughts orally and in writing in a clear and concise manner is a valuable skill for participation in the evaluation process. It is also an important skill to help promote and represent the Baldrige National Quality Program. Please describe your accomplishments in both oral and written communication by citing specific examples of your most recent and/or relevant experience. Please include the titles and audiences of your oral communications (internal and external to your organization). Please include publications, articles, business reports, and analytical writing citations.

TEAM MEMBER SKILLS

The Baldrige Award assessment is a team-based process, especially at the consensus and site visit stages. In addition, Examiner training emphasizes the necessity for team skills. Please briefly describe what experience you have had on teams and why you are an effective team member.

LEADERSHIP SKILLS

Examiners assume many leadership roles throughout the Award process. Please describe the accomplishments you have achieved in the leadership area and with leading teams, if different from that mentioned in previous responses.

EXPERIENCE

Describe your last five positions or the last 15 years, whichever is longer. List in order beginning with the most recent. NAICS Codes are listed on the inside back cover of this booklet. **1999 Examiners should provide updated information to cover the last 12 months.**

Employer: _____	Number of Employees: _____
Parent Company: _____	Number of Employees: _____
Organization's NAICS Codes: _____	
Dates of Service: _____ to Present	Full-time <input type="checkbox"/>
Check here if you are retired <input type="checkbox"/> _____	Part-time <input type="checkbox"/>
Organization Type (Please check all that apply):	
<input type="checkbox"/> manufacturing	<input type="checkbox"/> service
<input type="checkbox"/> health care	<input type="checkbox"/> education
<input type="checkbox"/> not-for-profit	<input type="checkbox"/> other _____
<input type="checkbox"/> small business (less than 500 parent employees)	<input type="checkbox"/> consulting
<input type="checkbox"/> government	
Job Title: _____	Number of employees supervised: _____
Organizational Unit: _____	
Supervisor's Name: _____	Title: _____

Employer: _____	Number of Employees: _____
Parent Company: _____	Number of Employees: _____
Organization's NAICS Codes: _____	
Dates of Service: _____ to _____	Full-time <input type="checkbox"/>
	Part-time <input type="checkbox"/>
Organization Type (Please check all that apply):	
<input type="checkbox"/> manufacturing	<input type="checkbox"/> service
<input type="checkbox"/> health care	<input type="checkbox"/> education
<input type="checkbox"/> not-for-profit	<input type="checkbox"/> other _____
<input type="checkbox"/> small business (less than 500 parent employees)	<input type="checkbox"/> consulting
<input type="checkbox"/> government	
Job Title: _____	Number of employees supervised: _____
Organizational Unit: _____	

Employer: _____	Number of Employees: _____
Parent Company: _____	Number of Employees: _____
Organization's NAICS Codes: _____	
Dates of Service: _____ to _____	Full-time <input type="checkbox"/>
	Part-time <input type="checkbox"/>
Organization Type (Please check all that apply):	
<input type="checkbox"/> manufacturing	<input type="checkbox"/> service
<input type="checkbox"/> health care	<input type="checkbox"/> education
<input type="checkbox"/> not-for-profit	<input type="checkbox"/> other _____
<input type="checkbox"/> small business (less than 500 parent employees)	<input type="checkbox"/> consulting
<input type="checkbox"/> government	
Job Title: _____	Number of employees supervised: _____
Organizational Unit: _____	

Employer: _____ Number of Employees: _____

Parent Company: _____ Number of Employees: _____

Organization's NAICS Codes: _____

Dates of Service: _____ to _____

Full-time ☐

Part-time ☐

Organization Type (Please check all that apply):

☐ manufacturing ☐ service ☐ small business (less than 500 parent employees)

☐ health care ☐ education ☐ government ☐ consulting

☐ not-for-profit ☐ other _____

Job Title: _____ Number of employees supervised: _____

Organizational Unit: _____

[illegible]

Please tell us if any of the following had an influence on your decision to apply to become an Examiner. Please check all that apply and be specific.

- ☐ Publication Announcement Specify Publication: _____
- ☐ Association Newsletter Specify Association: _____
- ☐ The Examiner Brochure
Received at:
☐ Conference (which one) _____
☐ Organization (which one) _____
☐ Mailing _____
- ☐ Other Baldrige Program Materials Specify Publication: _____
- ☐ Word of Mouth
☐ MBNQA Examiner ☐ State/Local Program Examiner
☐ MBNQA Judge ☐ State/Local Judge
☐ Co-worker/Supervisor
☐ Other _____
- ☐ Organization or Company Organization Name: _____
- ☐ Involvement in a State or Local Award Program Program Name: _____
- ☐ Website
☐ National Institute of Standards and Technology
☐ Baldrige National Quality Program
☐ American Society for Quality
☐ Other site (please specify) _____
- ☐ Other (please specify) _____
- ☐ Have you ever applied to be an MBNQA Examiner before? If so, please list the years: _____

Although not a requirement, it is helpful for Examiners to have previous Baldrige-like assessment experience. Please describe the experience you have had evaluating or preparing applications for internal, state or local, international, association, or other organizational award programs. You may also include experience with internal or supplier assessment processes based on the Baldrige Criteria. Please make sure you include length of service with each program mentioned. Please include any experience you have in the following roles: **Examiner, Senior Examiner, Judge, Overseer, Final Feedback Writer/Editor, Application Author, Program Director, and Consensus or Site Visit Leader.**

Program Name	Role	Years of Involvement

OUTREACH ACTIVITIES

Please list professional and other organizations with which you are affiliated, and indicate the nature of your affiliation. Please indicate how you have assisted these organizations with outreach activities. This may include presentations or articles you have completed on behalf of these groups.

Organization	Role	Level of Involvement
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

SELF-RANKINGS

Please rank from 1 to 7 your ability to evaluate applications in the following areas:

1 = best (use no number more than once)

- ___ Manufacturing Business
- ___ Service Business
- ___ Small Business – Manufacturing (not more than 500 employees)
- ___ Small Business – Service (not more than 500 employees)
- ___ Health Care Organization
- ___ Early Childhood Through Secondary Education
- ___ Post-Secondary Education

Please rank from 1 to 7 your ability to evaluate applications in the following Categories:

1 = best (use no number more than once)

- ___ Leadership
- ___ Strategic Planning
- ___ Customer and Market Focus
- ___ Information and Analysis
- ___ Human Resource Focus
- ___ Process Management
- ___ Business Results

Please rank from 1 to 7 your level of knowledge or skill in the following areas:

1 = best (use no number more than once)

- ___ Expertise in the management of business, education, or health care
- ___ Expertise in the analysis of results in business, education, or health care
- ___ Knowledge of practices and improvement strategies leading to performance excellence
- ___ Written skills
- ___ Leadership skills
- ___ Interpersonal skills
- ___ Education or training skills

Disclosure of Conflict of Interest

Members of the Malcolm Baldrige National Quality Award Board of Examiners shall voluntarily disclose to the Administrators of the Award the identity of employers, competitors, key customers, key suppliers, and clients, past, present, or potential, whose interest might be favorably or unfavorably affected by the actions the Examiner will undertake while acting as a member of the Board of Examiners. This includes disclosure of:

- Companies in which Board members have financial holdings
- Affiliations which may present or seem to present a conflict of interest for the Board member

If selected to be a member of the Board of Examiners, signed statements will be requested before attendance at one of the Examiner Preparation Courses. Any material misstatement of fact in this application or incomplete disclosure of conflicts of interest shall be grounds for disqualification from the review process or dismissal from the Board of Examiners. Additionally, Examiners agree to update their employment, financial, and client records periodically throughout their appointment.

In applying for a position on the Malcolm Baldrige National Quality Award Board of Examiners, I attest to the accuracy of the information in this application and agree to abide by the Code of Ethical Standards.

Signature of Applicant
Please sign in blue ink.

Date

References

Except for those who served on the 1999 Board of Examiners, all applicants are required to submit the completed reference forms (with three copies) in the envelopes provided. It is suggested that one reference should be from within the applicant's organization and the second reference from outside it. Members of the 1999 Panel of Judges of the Award may not serve as a reference. **Applicants are responsible for ensuring that the reference forms are submitted (and properly sealed) with the application package and for having the application package postmarked no later than January 7, 2000. Reference letters and/or application forms sent by fax are not acceptable.**

EXAMINER PREPARATION COURSE SCHEDULE

All Board members must participate in one three-day Examiner Preparation Course. Please rank your preference for the following dates, using 1 as the most preferred. Please do not use any number more than once. All courses will be held at NIST in Gaithersburg, Maryland.

____ May 3 - 5, 2000

____ May 10 - 12, 2000

____ May 17 - 19, 2000

____ May 24 - 26, 2000

(Not required for those selected to serve on the 1999 Board of Examiners.)

_____ has applied to be a member of the 2000 Board of Examiners for the Malcolm Baldrige National Quality Award and has indicated you would serve as a reference.

The role of the Examiners is to evaluate applicants for the Malcolm Baldrige National Quality Award based on the Criteria for Performance Excellence. They review, write an analysis of, and score written applications and prepare the final scorebooks that are the basis for feedback reports to applicants. They also participate in consensus evaluations and site visits. In doing so, Examiners are required to have expertise in business, education, or health care management, processes, and results; have knowledge of practices and improvement strategies leading to performance excellence; possess and use good analytical, writing, and oral communication skills; and work as team members. Examiners must meet the highest standards of qualification and peer recognition.

Please provide a reference relating to your knowledge of the applicant's qualifications to be an Examiner. **Fill out both sides of this form, and return the original form and three copies (two-sided copies are preferred) in the envelope provided with your signature across the seal. Return your reference form to the applicant early enough to ensure that the completed application can be submitted to the Baldrige National Quality Program Office with a postmark no later than January 7, 2000. The completed reference forms must be included with the application package that is mailed to the Baldrige National Quality Program Office by the applicant. Please note: Fax copies are not acceptable.**

From your direct knowledge, please indicate your evaluation of the applicant's ability to assess an organization's efforts in the seven Baldrige Criteria Categories.

	Unknown	Unsatisfactory	Qualified		Highly Qualified	Leading Expert
1. Leadership	X	1	2	3	4	5
2. Strategic Planning	X	1	2	3	4	5
3. Customer and Market Focus	X	1	2	3	4	5
4. Information and Analysis	X	1	2	3	4	5
5. Human Resource Focus	X	1	2	3	4	5
6. Process Management	X	1	2	3	4	5
7. Business Results	X	1	2	3	4	5

From your direct knowledge, indicate your assessment of the applicant's knowledge or skill in these areas:

	Unknown	Unsatisfactory	Satisfactory		Highly Satisfactory	Leading Expert
1. Expertise in the management of business, education, or health care	X	1	2	3	4	5
2. Expertise in the analysis of results in business, education, or health care	X	1	2	3	4	5
3. Knowledge of practices and improvement strategies leading to performance excellence	X	1	2	3	4	5
4. Written skills	X	1	2	3	4	5
5. Leadership skills	X	1	2	3	4	5
6. Interpersonal skills	X	1	2	3	4	5
7. Education or training skills	X	1	2	3	4	5

Applicant Name: _____

Applicant Phone No.: _____

Reference Name: _____

Reference Phone No.: _____

Reference Title: _____

Years Known Applicant: _____

Reference Employer: _____

Please evaluate the applicant's qualifications to be an Examiner.

Upon the applicant's request, the Baldrige National Quality Program Office will make this reference available to the applicant.

Reference Signature _____ Date _____

Please sign in blue ink.

(Not required for those selected to serve on the 1999 Board of Examiners.)

_____ has applied to be a member of the 2000 Board of Examiners for the Malcolm Baldrige National Quality Award and has indicated you would serve as a reference.

The role of the Examiners is to evaluate applicants for the Malcolm Baldrige National Quality Award based on the Criteria for Performance Excellence. They review, write an analysis of, and score written applications and prepare the final scorebooks that are the basis for feedback reports to applicants. They also participate in consensus evaluations and site visits. In doing so, Examiners are required to have expertise in business, education, or health care management, processes, and results; have knowledge of practices and improvement strategies leading to performance excellence; possess and use good analytical, writing, and oral communication skills; and work as team members. Examiners must meet the highest standards of qualification and peer recognition.

Please provide a reference relating to your knowledge of the applicant's qualifications to be an Examiner. **Fill out both sides of this form, and return the original form and three copies (two-sided copies are preferred) in the envelope provided with your signature across the seal. Return your reference form to the applicant early enough to ensure that the completed application can be submitted to the Baldrige National Quality Program Office with a postmark no later than January 7, 2000. The completed reference forms must be included with the application package that is mailed to the Baldrige National Quality Program Office by the applicant. Please note: Fax copies are not acceptable.**

From your direct knowledge, please indicate your evaluation of the applicant's ability to assess an organization's efforts in the seven Baldrige Criteria Categories.

	Unknown	Unsatisfactory	Qualified		Highly Qualified	Leading Expert
1. Leadership	X	1	2	3	4	5
2. Strategic Planning	X	1	2	3	4	5
3. Customer and Market Focus	X	1	2	3	4	5
4. Information and Analysis	X	1	2	3	4	5
5. Human Resource Focus	X	1	2	3	4	5
6. Process Management	X	1	2	3	4	5
7. Business Results	X	1	2	3	4	5

From your direct knowledge, indicate your assessment of the applicant's knowledge or skill in these areas:

	Unknown	Unsatisfactory	Satisfactory		Highly Satisfactory	Leading Expert
1. Expertise in the management of business, education, or health care	X	1	2	3	4	5
2. Expertise in the analysis of results in business, education, or health care	X	1	2	3	4	5
3. Knowledge of practices and improvement strategies leading to performance excellence	X	1	2	3	4	5
4. Written skills	X	1	2	3	4	5
5. Leadership skills	X	1	2	3	4	5
6. Interpersonal skills	X	1	2	3	4	5
7. Education or training skills	X	1	2	3	4	5

Applicant Name: _____

Applicant Phone No.: _____

Reference Name: _____

Reference Phone No.: _____

Reference Title: _____

Years Known Applicant: _____

Reference Employer: _____

Please evaluate the applicant's qualifications to be an Examiner.

Upon the applicant's request, the Baldrige National Quality Program Office will make this reference available to the applicant.

Reference Signature _____ Date _____

Please sign in blue ink.

North American Industrial Classification System (NAICS) Codes

Please insert NAICS Codes most relevant to your area of expertise on the first page of the Examiner Application Form and in the experience blocks.

<u>Code</u>	<u>Sector</u>	<u>Code</u>	<u>Sector</u>	<u>Code</u>	<u>Sector</u>
111	Crop Production	335	Electrical Equipment, Appliance and Component Manufacturing	523	Securities, Commodity Contracts and Other Intermediation
112	Animal Production	3353	Electrical Equipment Manufacturing- Power Distribution and Specialty Transformer; Motor and Generator; Switchgear; and Relay and Industrial Control Manufacturing	5231	Securities and Commodity Contracts Intermediation
113	Forestry and Logging			5232	Securities and Commodity Exchanges
114	Fishing, Hunting and Trapping			5239	Other Financial Investment Activities
115	Support Activities for Agriculture and Forestry	3359	Other Electrical Equipment and Component Manufacturing-Battery; Communication and Energy Wire and Cable; and Wiring Device Manufacturing	524	Insurance Carriers and Related Activities
211	Oil and Gas Extraction			525	Funds, Trusts and Other Financial Vehicles (U.S. Organizations)
212	Mining (except Oil and Gas)	336	Transportation Equipment Manufacturing	5251	Insurance and Employee Benefit Funds
213	Support Activities for Mining	337	Furniture and Related Product Manufacturing	5259	Other Investment Pools and Funds
221	Utilities	339	Miscellaneous Manufacturing	531	Real Estate
233	Building, Developing and General Contracting	421	Wholesale Trade, Durable Goods	532	Rental and Leasing Services
234	Heavy Construction	422	Wholesale Trade, Nondurable Goods	533	Owners and Lessors of Other Non-Financial Assets
235	Special Trade Contractors	441	Motor Vehicle and Parts Dealers	541	Professional, Scientific and Technical Services
311	Food Manufacturing	442	Furniture and Home Furnishings Stores	551	Management of Companies and Enterprises
312	Beverage and Tobacco Product Manufacturing	443	Electronics and Appliance Stores	561	Administrative and Support Services
313	Textile Mills	444	Building Material and Garden Equipment and Supplies Stores	562	Waste Management and Remediation Services
314	Textile Product Mills	445	Food and Beverage Stores	611	Educational Services
315	Apparel Manufacturing	446	Health and Personal Care Stores	621	Ambulatory Health Care Services
316	Leather and Allied Product Manufacturing	447	Gasoline Stations	622	Hospitals
321	Wood Product Manufacturing	448	Clothing and Clothing Accessories Stores	623	Nursing and Residential Care Facilities
322	Paper Manufacturing	451	Sporting Goods, Hobby, Book and Music Stores	624	Social Assistance
323	Printing and Related Support Activities	452	General Merchandise Stores	711	Performing Arts, Spectator Sports and Related Industries
324	Petroleum and Coal Products Manufacturing	453	Miscellaneous Store Retailers	712	Museums, Historical Sites and Similar Institutions
325	Chemical Manufacturing	454	Nonstore Retailers	713	Amusement, Gambling and Recreation Institutions
326	Plastics and Rubber Products Manufacturing	481	Air Transportation	721	Accommodations (hotels)
327	Nonmetallic Mineral Product Manufacturing	482	Rail Transportation	722	Food Services and Drinking Places
331	Primary Metal Manufacturing	483	Water Transportation	811	Repair and Maintenance
332	Fabricated Metal Product Manufacturing	484	Truck Transportation	812	Personal and Laundry Services
333	Machinery Manufacturing	485	Transit and Ground Passenger Transportation	813	Religious, Grant Making, Civic, and Professional and Similar Organizations
3331	Agriculture, Construction, and Mining Machinery Manufacturing	486	Pipeline Transportation	814	Private Households
3332	Industrial Machinery Manufacturing	487	Scenic and Sightseeing Transportation	921	Executive, Legislative, Public Finance and General
3333	Commercial and Service Industry Machinery Manufacturing	488	Support Activities for Transportation	922	Justice, Public Order, Safety
3334	Ventilation, Heating, Air-Conditioning and Commercial Refrigeration Equipment Manufacturing	491	Postal Service	923	Administration of Human Resource Programs
3335	Metalworking Machinery Manufacturing	492	Couriers and Messengers	924	Administration of Environmental Quality Programs
3336	Engine, Turbine, and Power Transmission Equipment	493	Warehousing and Storage Facilities	925	Administration of Housing Programs, Urban Planning
3339	Other General Purpose Machinery Manufacturing	511	Publishing Industries	926	Administration of Economic Programs
334	Computer and Electronic Product Manufacturing	512	Motion Picture and Sound Recording Industries	927	Space Research and Technology
3341	Computer and Peripheral Equipment Manufacturing	513	Broadcasting and Telecommunications	928	National Security and International Affairs
3342	Communications Equipment Manufacturing	514	Information Services and Data Processing Services	999	Unclassified Establishments
3344	Semiconductor and Other Electronic Component Manufacturing	521	Monetary Authorities-Central Bank		
		522	Credit Intermediation and Related Activities		
		5221	Depository Credit Intermediation		
		5222	Non-Depository Credit Intermediation		
		5223	Activities Related to Credit Intermediation		

Baldrige National Quality Program

United States Department of Commerce
Technology Administration
National Institute of Standards and Technology
Baldrige National Quality Program
Administration Building, Room A635
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020

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Contact the Baldrige National Quality Program for:

- information on applying for the Baldrige Award
- information on the Malcolm Baldrige National Quality Award process and eligibility requirements
- information on becoming a Baldrige Examiner
- information on the Baldrige Award recipients
- individual copies of the Criteria for Business, Education and Health Care (no cost)
- information on other Baldrige National Quality Program materials

Telephone: (301) 975-2036; Fax: (301) 948-3716; E-mail: nqp@nist.gov
Web Address: <http://www.quality.nist.gov>

American Society for Quality
611 East Wisconsin Avenue
P.O. Box 3005
Milwaukee, WI 53201-3005

The American Society for Quality (ASQ) advances individual and organizational performance excellence worldwide by providing opportunities for learning, quality improvement, and knowledge exchange. ASQ administers the Malcolm Baldrige National Quality Award under contract to NIST.

Call ASQ to order:

- bulk copies of the Criteria
- case studies
- Award winners videos

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